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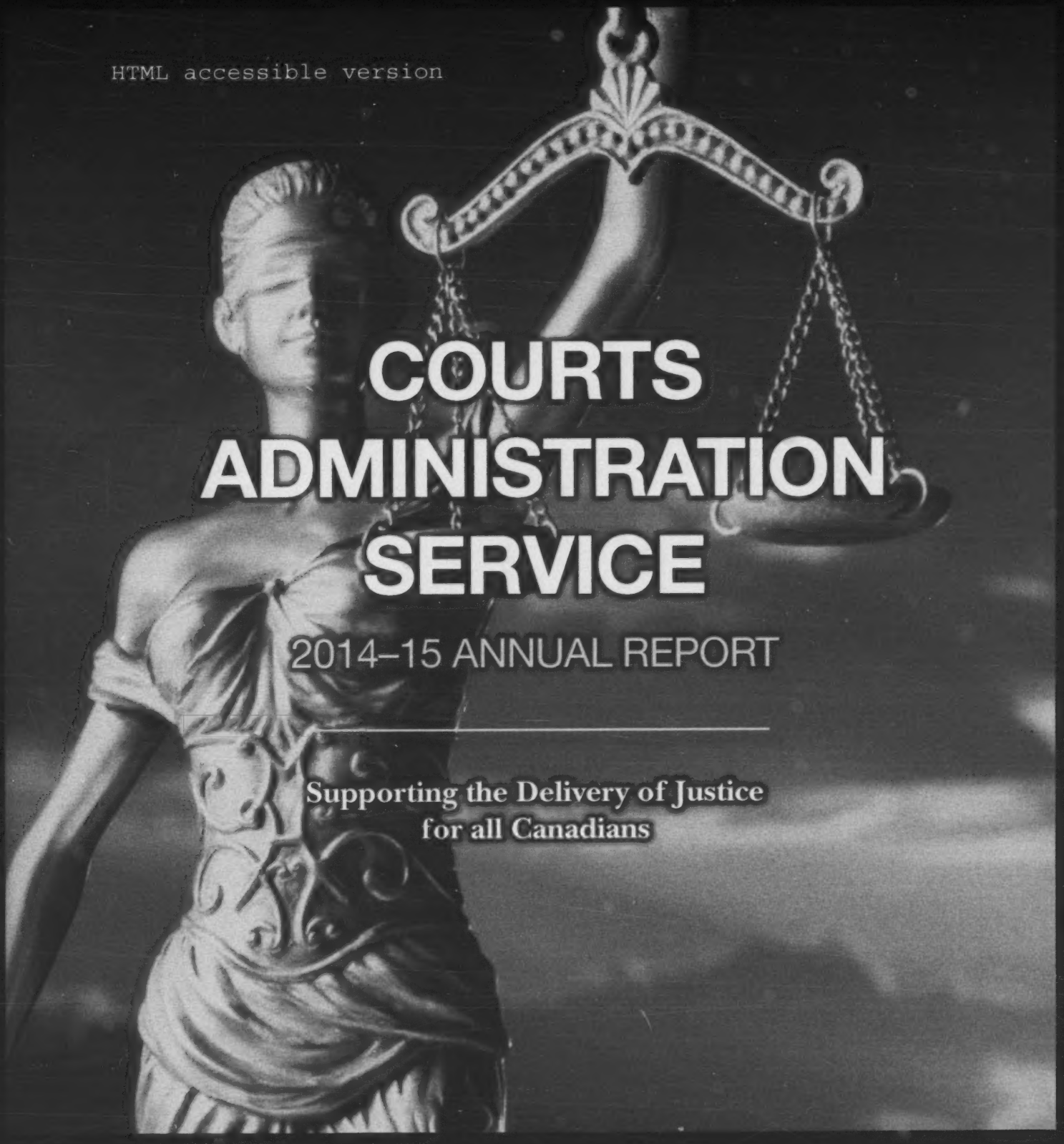

COURTS ADMINISTRATION SERVICE

2014–15 ANNUAL REPORT

Supporting the Delivery of Justice for all Canadians

Courts Administration Service | Service administratif des tribunaux judiciaires

Canada

MESSAGE FROM THE CHIEF ADMINISTRATOR

It is my pleasure to present the 2014–15 Annual Report for the Courts Administration Service (CAS), highlighting the progress made for the year ended March 31, 2015.

In many respects, the 2014–15 was a challenging but progressive year. Despite the ongoing workload pressures and resource limitation, CAS employees worked tirelessly to deliver quality support services to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. In doing so, they demonstrated a high level of commitment and professionalism that enabled CAS to effectively support the administration of justice.

Steady progress was made on many important and complex files. In particular, CAS continued to maintain its program integrity application and took concrete and innovative steps to enhance security measures essential to the support of judicial activities, both in terms of physical and information technology (IT) security. Vital improvements were made to our IT infrastructure and systems to set the stage for future possibilities to offer modern tools and services that better meet the needs of the members of the courts, their clients and our employees.

The wellbeing of our employees remained a key priority, particularly in an environment marred by increasing workload. In this regard, we took measures to enhance training opportunities and continued our efforts to maintain an open dialogue between employees and senior management.

The fiscal year ended on a high note with the 2015 Federal Budget announcement of $19 million over five years, for investments in physical and IT security for the federal courts and registry offices across the country. While this announcement is a significant step towards addressing key security priorities, CAS continues to work with central agencies to secure funding for essential IT initiatives and to identify a viable long-term funding model for the organization.

Succinctly, the fiscal year 2015–16 promises to be a pivotal year for CAS, and I am grateful for the continuous support of the Chief Justices, the members of the courts and our employees as we surmount the challenges and take advantage of the opportunities ahead of us.

Daniel Gosselin, FCPA, FCA
Chief Administrator

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PART I
Overview

RAISON D'ÊTRE

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act* S.C. 2002, c.8 (the Act). The role of CAS is to provide effective and efficient judicial, registry and corporate services to four superior courts of record—the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Act enhances judicial independence by placing administrative services at arm's length from the Government of Canada and enhances accountability for the use of public money.

RESPONSIBILITIES

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each court with quality and efficient administrative and registry services. Pursuant to section 2 of the Act, CAS is mandated to:

- facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

JUDICIAL INDEPENDENCE

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from and independent of the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on fact and law. It has three components: security of tenure, financial security and administrative independence.

OUR MISSION

Provide timely and accurate judicial, registry and corporate services to the four superior courts and to their clients in the most innovative and effective manner, while promoting a healthy workplace and encouraging employees' ongoing contribution to service delivery excellence.

OUR VALUES

Transparency – We aim to provide timely and unfettered access to clear and accurate information.

Respect – We recognize that our employees are entitled to work in a harassment-free environment where everyone can freely express their opinions without fear of recrimination or reprisal.

Innovation – We encourage a work environment that fosters creativity and new ideas to improve our business practices and the quality of our services.

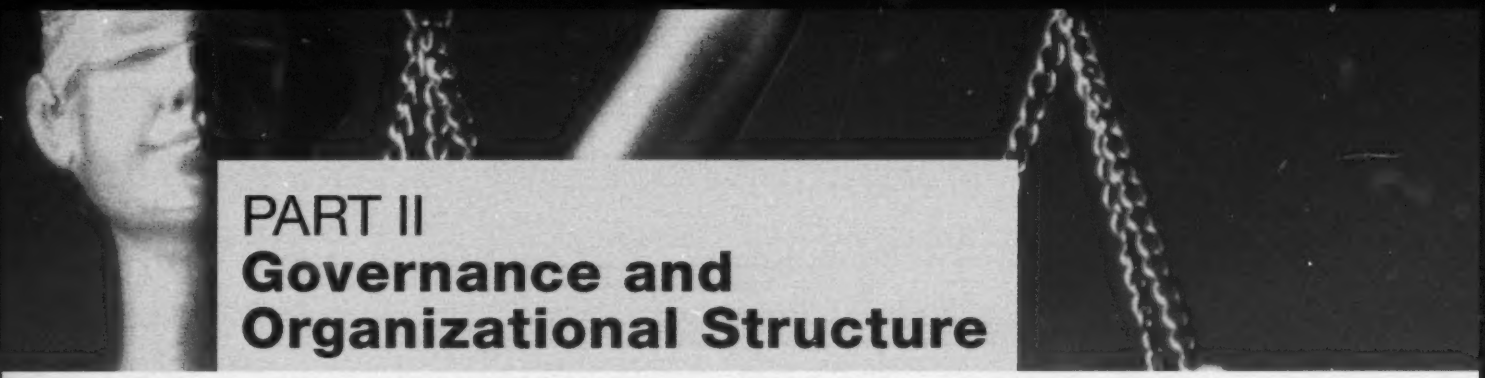
Wellness – We advocate attitudes and activities in the workplace which generate a sense of spirit and belonging, that have a potential to improve overall physical and mental health, and that facilitate, encourage and promote fun and a balanced work and personal life.

Excellence – We strive to be exemplary in everything we do.

SERVICE DELIVERY ACROSS CANADA

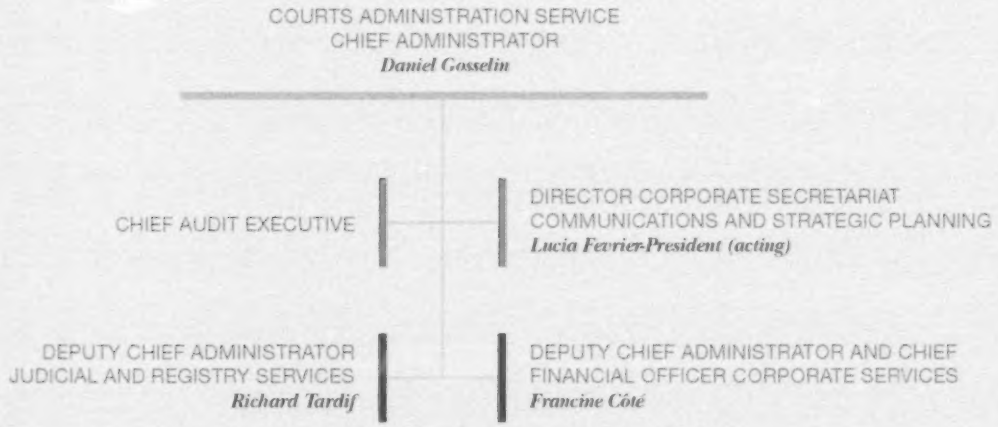
The four courts served by CAS are itinerant courts that sit and hear cases across Canada. In 2014–15, court and registry services were offered in every province and territory through a network of twelve permanent offices and agreements with federal tribunals and eight provincial and territorial courts. The two locations in Ottawa are headquarters to the four Courts. The main regional offices are in Vancouver, Toronto and Montréal, and local offices are in Calgary, Edmonton, Winnipeg, Québec City, Halifax, Fredericton and St. Johns. The construction of the Newfoundland facility, initiated in 2014–15, was slated for completion in 2015–16. In 2014–15, 596 employees were engaged in providing services to the courts.

Supporting access to justice across Canada



PART II
Governance and Organizational Structure

The organizational structure is designed to best support CAS in delivering on its mandate and enhance leadership and coordination at all levels. The senior management team includes the Chief Administrator and two Deputy Chief Administrators.



ROLE OF THE CHIEF ADMINISTRATOR

The Chief Administrator of CAS is the Chief Executive Officer of the organization and is accountable to Parliament through the Minister of Justice.

Subsections 7(2) and 7(3) of the *Courts Administration Service Act* specify that the Chief Administrator has all the powers necessary for:

- providing effective and efficient management and administration of court services, including court facilities, libraries, corporate services and staffing; and
- structuring registry operations and preparing budgets, in consultation with the Chief Justices of the four Courts, for the requirements of those Courts and the related needs of CAS.

Section 8 of the Act provides that the Chief Justices are responsible for the judicial functions of their courts; this includes the power to determine the sittings of the Court, assign judges to sittings, determine the sitting schedules and places of sittings for judges, and determine the total annual, monthly and weekly workload of judges. Moreover, officers, clerks and employees of CAS act at the direction of the respective Chief Justices in matters that are assigned by law to the judiciary.

Subsections 7(4) and 9(1) of the Act place two specific restrictions on the powers of the Chief Administrator:

- the powers of the Chief Administrator do not extend to any matter assigned by law to the judiciary; and
- a Chief Justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.

These sections were designed to ensure the institutional independence of the four federal courts from the other branches of the government, the executive and the legislative, while providing appropriate accountability for the funding provided by Parliament for the operation of the Courts.

JUDICIAL AND REGISTRY SERVICES

The Judicial Services program provides legal services and judicial administrative support to assist members of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada in the discharge of their judicial functions. These services are provided by legal counsels, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

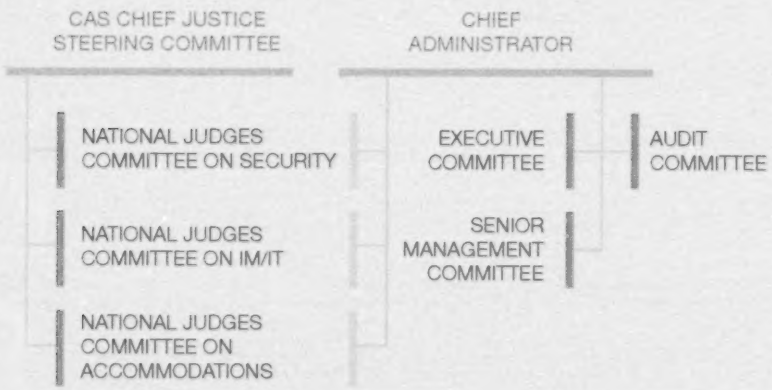
Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.

CORPORATE SERVICES

The Corporate Services Branch supports a range of corporate operations and functions by managing activities and resources which apply across the organization. The Branch also provides key operational services which assist the four courts and their respective registries in carrying out their activities. The services offered by the Branch are: Finance and Materiel Management, Human Resources, Information Management and Information Technology (IM/IT), Security, Facilities and Administrative Services, Project Management and Business Analysis.

SENIOR COMMITTEES

CAS's governance is facilitated by a number of committees which help determine the requirements of each Court and make informed decisions on key issues.



CAS CHIEF JUSTICES STEERING COMMITTEE

The CAS Chief Justices Steering Committee assists the Chief Administrator with respect to CAS's priorities, risks, budget allocations and other significant matters affecting the conduct of the courts. It is supported by three National Judges Committees (Security, IM/IT and Accommodations) and its membership includes representatives of each of the courts and CAS.

The mandate of the CAS Chief Justices Steering Committee is to provide a forum to discuss decisions that affect the governance of CAS, and questions which pertain to CAS relations with federal partners, in order to preserve judicial independence in keeping with the purposes of the *Courts Administration Service Act* (s.2) and the respective roles and responsibilities of the Chief Justices and Chief Administrator as provided for under the Act. The Chief Administrator chairs the Committee.

NATIONAL JUDGES ADVISORY COMMITTEES

Three subject matter Judges Advisory Committees on Security, IM/IT and Accommodations facilitate judicial involvement and collaboration on decisions pertaining to their respective areas. Sitting on each committee are judicial representatives from each of the four courts, supported by functional members from CAS. The committees submit their recommendations to the CAS Chief Justices Steering Committee for consideration and endorsement. The Chief Administrator chairs all three committees.

EXECUTIVE COMMITTEE

The Executive Committee is the organization's most senior decision-making body. Its mandate is to support the Chief Administrator in making informed and responsible decisions pertaining to the management and administration of the organization and to the services it provides to the four courts. The Executive Committee serves as a forum for establishing the strategic direction on a wide range of issues, identifying corporate needs and considering the potential outcome of decisions on the priorities and resources of the organization and the four courts.

SENIOR MANAGEMENT COMMITTEE

The Senior Management Committee plays an essential role in all planning activities and also assists the decision-making process by reviewing operational and policy issues and making recommendations to the Executive Committee. It is also responsible for the implementation of final decisions taken by the Executive Committee. Membership comprises the executive cadre of the organization.

AUDIT COMMITTEE

The Audit Committee provides the Chief Administrator with advice and recommendations regarding the sufficiency, quality and results of assurance on the adequacy and functioning of CAS's risk management, control and governance frameworks and processes, including accountability and auditing systems. Its membership includes the Chief Administrator, who chairs the Committee, and two external members: Ms. Leslie Sandra Holland, Q.C., and Mr. James D. Wright, CPA, CA.

PART III
The Courts We Serve

The four superior courts of record served by CAS were established by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867*, "for the better administration of the Laws of Canada." The services provided permit individuals, companies, organizations and the federal and provincial governments to submit disputes and other matters to the courts, and enable the courts to hear and resolve the cases before them fairly, expeditiously and as efficiently as possible.

FEDERAL COURT OF APPEAL

The Federal Court of Appeal is a national, bilingual, bijural, superior court of record, which has jurisdiction to hear appeals of judgments and orders, whether final or interlocutory, of the Federal Court and the Tax Court of Canada. It may also review decisions of certain federal tribunals pursuant to section 28 of the *Federal Courts Act* and hear appeals under other acts of Parliament. Further information on the Federal Court of Appeal can be found at: **www.fca-caf.gc.ca**

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Federal Court of Appeal.

Federal Court of Appeal	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Proceedings Instituted or Filed	621	496	595	471	527
Court Judgments, Orders and Directions Processed by the Registry	1,792	1,600	1,554	1,588	1,674
Files prepared for hearing and heard in Court	253	289	278	334	370
Days in Court	176	185	187	226	246
Recorded Entries	24,474	21,053	20,622	20,566	20,632
Total Dispositions	**474**	**541**	**490**	**511**	**565**

Active Proceedings as of March 31	2014–15	2013–14	2012–13	2011–12	2010–11
Appeals from Federal Court (Final Judgment)	197	169	122	137	131
Appeals from Federal Court (Interlocutory Judgment)	72	64	58	46	35
Appeals from Tax Court of Canada	179	95	86	96	145
Applications for Judicial Review	69	47	182	65	75
Others	38	38	19	16	17
Total	**555**	**413**	**467**	**360**	**403**
Status as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Not perfected	327	267	251	234	258
Perfected	48	44	23	28	37
Consolidated	70	32	119	20	22
Reserved	29	28	15	24	18
Scheduled for hearing	56	21	43	36	46
Stayed	25	21	16	18	22
Total	**555**	**413**	**467**	**360**	**403**

FEDERAL COURT

The Federal Court is a national, bilingual, bijural, superior court of record, which hears and decides legal disputes arising in the federal domain. Its jurisdiction derives primarily from the *Federal Courts Act*, though over 100 other federal statutes also confer jurisdiction on the Court. It has original, but not exclusive jurisdiction over proceedings by and against the Crown (including Aboriginal law claims), and proceedings involving admiralty and intellectual property law. It has exclusive jurisdiction to hear certain national security proceedings and as applications for judicial review of the decisions of most federal boards commissions, tribunals. This includes applications for judicial review of decisions of the Immigration and Refugee Board. Further information on the Federal Court can be found at: **www.fct-cf.gc.ca**.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Federal Court.

Federal Court	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Proceedings Instituted or Filed	35,731	37,275	38,441	31,527	30,786
General Proceedings and Immigration	9,722	10,153	13,940	12,379	9,766
Income Tax Act certificates	14,816	14,846	13,277	10,737	12,333
Excise Tax Act certificates	10,792	11,956	10,795	7,789	8,147
Other instruments and certificates	401	320	429	622	540
Court Judgments, Orders and Directions Processed by the Registry	20,561	20,864	23,387	22,184	21,205
Files prepared for hearing and heard in Court	4,223	4,065	5,493	4,385	4,215
Days in Court	3,109	3,057	3,042	2,961	2,996
Recorded Entries	259,077	261,071	287,878	254,147	238,525
Total Dispositions – General Proceedings and Immigration	**9,030**	**11,460**	**11,610**	**10,555**	**9,362**
Active Proceedings as of March 31	**2014–15**	**2013–14**	**2012-13**	**2011–12**	**2010–11**
Aboriginal	210	216	232	240	210
Other appeals provided for by law	199	196	156	142	120
Admiralty	205	196	233	234	270
Intellectual property	485	543	532	548	626
Immigration	5,657	5,251	6,835	4,705	2,895
Crown	669	456	341	291	315
Judicial Review	840	859	783	747	702
Patented Medicines Regulations	55	67	88	74	71
Total	**8,320**	**7,784**	**9,200**	**6,981**	**5,209**
Status as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Not perfected	3,663	3,703	6,477	4,650	3,511
Perfected	632	1,323	1,490	759	570
Consolidated	776	197	64	37	61
Reserved	204	160	208	207	144
Scheduled for hearing	911	594	641	636	481
Stayed	2,134	1,807	320	692	442
Total	**8,320**	**7,784**	**9,200**	**6,981**	**5,209**

COURT MARTIAL APPEAL COURT OF CANADA

The Court Martial Appeal Court of Canada is a national, bilingual, superior court of record, which hears appeals of court martial decisions. Courts martial are military courts established under the *National Defence Act*, which hear cases under the *Code of Service Discipline*. Further information on the Court Martial Appeal Court of Canada can be found at: **www.cmac-cacm.ca**.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Court Martial Appeal Court of Canada.

Court Martial Appeal Court of Canada	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Proceedings Instituted or Filed	10	11	9	6	5
Court Judgments, Orders and Directions Processed by the Registry	36	53	27	24	33
Files prepared for hearing and heard in Court	3	14	3	8	3
Days in Court	3	13	3	8	2
Recorded Entries	453	535	282	260	311
Total Dispositions	**10**	**9**	**5**	**5**	**10**
Active Proceedings as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Application for review of a direction	0	0	0	0	0
Notice of Appeal	8	10	8	5	4
Application for review of an undertaking	0	0	0	0	0
Notice of motion commencing an appeal	0	0	0	0	0
Total	**8**	**10**	**8**	**5**	**4**
Status as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Not perfected	5	5	5	2	1
Perfected	1	0	1	1	1
Consolidated	0	0	0	0	0
Reserved	2	5	0	2	0
Scheduled for hearing	0	0	2	0	2
Stayed	0	0	0	0	0
Total	**8**	**10**	**8**	**5**	**4**

TAX COURT OF CANADA

The Tax Court of Canada is a national, bilingual, superior court of record, which has exclusive original jurisdiction to hear appeals and references pursuant to fourteen acts of Parliament. Most of the appeals filed with the Court are on matters arising under: *Income Tax Act*, Part IX of the *Excise Tax Act* (GST/HST), Part IV of the *Employment Insurance Act*, and Part I of the Canada Pension Plan. The constitution of the Tax Court of Canada is established by section 4 of the *Tax Court of Canada Act*. Further information on the Tax Court of Canada can be found at: **www.tcc-cci.gc.ca**.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Tax Court of Canada.

Tax Court of Canada	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Proceedings Instituted or Filed	5,455	5,316	5,381	4,750	4,222
Court Judgments, Orders and Directions Processed by the Registry	12,751	12,031	9,544	9,637	11,793
Files prepared for hearing and heard in Court	1,128	1,059	914	984	1,182
Days in Court*	1,738	1,835	1,800	1,908	2,126
Recorded Entries	170,241	177,342	147,884	147,484	158,102
Total Dispositions	**5,219**	**5,634**	**4,406**	**4,859**	**4,998**
Active Proceedings as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Goods and Services Tax	1,248	1,086	1,390	1,299	1,145
Income Tax	6,804	6,410	6,335	5,482	5,616
Employment Insurance and Canada Pension Plan	462	484	470	224	291
Others	19	4	25	157	167
Total	**8,533**	**7,984**	**8,220**	**7,162**	**7,219**
Status as of March 31	**2014–15**	**2013–14**	**2012–13**	**2011–12**	**2010–11**
Not perfected	1,485	1,134	1,417	1,432	789
Perfected	1,535	1,425	1,897	1,450	2,355
Reserved	125	134	110	95	149
Awaiting timetable	84	154	267	150	107
Scheduled for hearing	1,770	1,466	1,074	1,150	764
Specially Managed Cases	1,490	2,214	1,747	1,454	1,724
Awaiting another decision	2,044	1,457	1,708	1,431	1,331
Total	**8,533**	**7,984**	**8,220**	**7,162**	**7,219**

**For the Tax Court of Canada, "Days in Court" is defined as the number of court sitting days scheduled.*

PART IV
The Year in Brief

PRIORITIES

SECURITY

Strengthen security for members of the courts, their users and employees

In 2014–15, security remained a key priority for CAS. Efforts were exerted to ensure that members of the courts, court users and employees were provided with an operational environment that is safe and secure. With increasing demands on limited resources, driven in part by the evolving security requirements of the courts, emerging risks on the international scene and lack of funding for security initiatives, CAS was forced to take concrete and innovative steps to enhance the security measures essential to the support of judicial activities, both in terms of physical and IT security.

Taking concrete and innovative steps to enhance security

CAS revised its national security program and related strategy, action plans, policies and procedures to incorporate the results of the Threat and Risk Assessment (TRA) completed in 2013–14. These efforts contributed to securing funding granted through Budget 2015 to enhance physical and IT security for the Federal Courts, and promote a standardised approach to effectively manage security risks across Canada.

To ensure that Canada's judicial system continues to function optimally and that members of the courts, litigants, lawyers and the public are safe and secure, enhancements were made to the physical security of CAS facilities. In particular, CAS finalized improvements to its emergency response systems to facilitate a timely and consistent approach to emergency situations. Improvements were also made to access controls, and the baseline criteria for the Court Security Officer program were reviewed to better respond to the evolving security requirements of the courts.

In keeping with the recommendations of the TRA, a strategic risk-based approach to security management was adopted which included the formalization and strengthening of partnerships with internal and external stakeholders. Through ongoing analysis, collaboration and sharing of information on threats and risks assessments and investigations with the law enforcement community, effective mitigation strategies were developed. This approach facilitated the anticipation of threats and the proactive implementation of mitigation measures.

In addition, the Business Continuity Plan (BCP) was completed to provide for the continued availability of critical services and assets in the event of unforeseen business interruptions and the resumption of services following a disaster. The BCP is aligned with the Government Security Policy and related Operational Security Standard—Business Continuity Planning Program and supports the mitigation strategies identified in the CAS Enterprise Risk Management Framework.

Robust IT security is essential to safeguard sensitive court data from potential risks. In 2014–15, efforts were devoted to enhancing CAS's IT security and related procedures and processes were revised and communicated to the members of the courts and employees to promote best practices for the optimal protection of information. The security of judicial information continued to be aligned with the requirements of the Canadian Judicial Council's Blueprint for the Security of Judicial Information.

TECHNOLOGY

Secure and modernize technology

The systems which support the judicial process are essential to the conduct of court operations, the management of court documents, and the provision of judicial and registry services to the courts and their users. They include the Court and Registry Management System, electronic filing, electronic scanning, digital audio recording and videoconferencing. These systems, which are highly dependent on the IT infrastructure that supports them, must facilitate timely and economical access to justice.

Removing obstacles to e-services to pave the way for increase use of technology

In 2014–15, CAS continued to maintain and update its critical IT infrastructure to ensure ongoing operations and mitigate technological risks to the extent possible. An IT Architecture and Computing Environment (ACE) Assessment was conducted to evaluate the ability of the network and infrastructure to meet current and future needs. Based on this assessment, a number of areas were identified as requiring attention in order to support current service requirements and enable the move toward fully integrated and secure electronic courts information services.

The IT Network Performance Roadmap was revised to take into account the ACE assessment results, placing special emphasis on stabilizing the network platform and upgrading the IT infrastructure to support the electronic requirements of the courts. Progress was made in resolving network performance issues and focus was placed on providing employees with IT equipments and tools that better support efficient and secure court operations.

CAS migrated to new Internet and intranet services to improve connectivity within its offices and for members of the courts while traveling. Pilot tests and extensive consultations were undertaken with the Courts IT consultation team to better meet the needs of the itinerant courts. In addition, CAS initiated the deployment of its new Windows 7 and Microsoft Office 2010 desktop and provided concurrent training to employees and members of the courts to facilitate the transition to the new environment. Key components of the network operating system were also upgraded.

Throughout the period covered by this report, CAS continued to conduct needs assessments and work closely with members of the courts to augment client services and better serve the evolving needs of the courts and litigants. In line with this objective, CAS established a new service delivery structure to maximize the use of its resources.

FINANCIAL RESOURCES

Maximize use of limited resources

Responding to service demands

In 2014–15, CAS continued to face significant financial challenges which impeded its ability to move forward on a number of essential initiatives and adversely affected its capacity to deliver fully on its programs. The impact of escalating non-discretionary expenditures associated with the increase in the number of multi-day hearings, increased workload, additional demands for services, unfunded judicial appointments, government-wide rules and legislative changes, various cost containment measures and inflationary pressures, eventually led to serious program integrity issues. In response to this challenge, CAS continued to work with central agencies and stakeholders with the objective of identifying viable, long-term solutions to its program integrity issues. However, the need for program integrity funding was not permanently addressed.

In keeping with the approach taken in the previous year, extensive reliance was placed on business planning and prioritization exercises which allowed for the periodic reallocation or realignment of resources to meet the evolving operational priorities of the courts and respond to service demands to the extent possible. CAS also continued to reinforce its governance, risk management and internal controls to enable better forecasting and to become more agile in meeting the evolving needs of the courts while managing risks.

In Budget 2015, the Government of Canada announced its plans to invest $19 million over five years in physical and IT security for the federal courts, beginning in 2015–16. Physical security enhancements such as additional cameras, security personnel and screening tools will ensure the security and proper functioning of the courts. The investments in IT security enhancements will also help guard against security breaches and allow the courts to continue to protect judicial confidentiality, personal information privacy and sensitive commercial information in its possession. Succinctly, the announced funding addresses the security requirements of the Courts and CAS but other critical areas such as IT, judicial support systems and registry capacity still face serious program integrity issues.

Finally, the organization's environmental footprint was reduced through active support for the government-wide initiative, Greening Government Operations, including practices to reduce paper consumption, increased sharing of IT equipment, and enhanced use of videoconferencing to decrease the need for travel.

HUMAN RESOURCES

Engaging and empowering employees

Investing in employee training and encouraging meaningful dialogue

In 2014–15, CAS implemented the new Government of Canada Directive on Performance Management which came into force on April 1, 2014. The Directive, which promotes a shared commitment to a sustained culture of high performance, will better equip management to recognize and reward excellence, work with all employees to maximize their potential and deal decisively with unsatisfactory performance.

CAS released its new Learning and Development Integrated Calendar offering development and training opportunities to employees. To provide additional learning opportunities, CAS supported the federal government's Blueprint 2020 enterprise-wide commitment to learning through the Canada School of Public Service. Plans for enhancements to operational training were also made to better meet the development needs of registry officers and judicial assistants. This included plans to update the content of the training materials and the restructuring of the modules to allow for greater flexibility and timely delivery of training.

A senior management/employee engagement initiative was launched to seek input from employees and address their concerns. This thrust on engagement aimed to keep the stream of ideas from employees moving and allow management to seize opportunities to support employees.

CAS published its new Code of Conduct which aligns with the Values and Ethics Code for the Public Sector and outlines the values and ethical standards to which CAS management and employees must adhere. The new code will assist in identifying and addressing ethical risks and potential conflicts of interest. Related communication and training activities were conducted throughout the year to promote awareness.

Finally, CAS continued to implement initiatives from its three-year Public Service Employee Survey 2011 action plan to address concerns raised by employees and results were monitored—showing improvements on all objectives.

HIGHLIGHTS

JUDICIAL SERVICES

Improving access to justice for self-represented litigants

The Judicial Services provided key strategic management and legal advice to the four Chief Justices and other members of the courts. Assistance was also provided to a number of Bench and Bar Committees.

During the period covered by this report, the Branch supported initiatives to modernize the *Federal Courts Rules* to remove obstacles to e-services and pave the way for future possibilities for the increased use of technology in the delivery of judicial and registry services. The development of policy recommendations for amendments to the Rules helped identify opportunities for their simplification and clarification.

To improve access to justice, resources were made available to self-represented litigants to assist them in settling disputes in a timely and cost-effective manner. Access to the courts practice directions, availability of easy-to-follow steps for filing proceedings, navigation of self-represented litigants through the hearing stage process, and access to updated and simplified materials empowered self-represented litigants to become more self-reliant.

An augmentation in the number of immigration-related applications at the Federal Court resulted in a corresponding demand for the translated decisions. Similarly, an important increase in the caseload of the Tax Court of Canada resulted in a substantial escalation in the number of self-represented litigants and associated non-discretionary cost.

With the coming into force of Bill C-43 *Economic Action Plan 2014 Act, No. 2*, the jurisdiction for payment of prothonotaries' salaries, pensions, benefits and other administrative arrangements were transferred to the Office of the Commissioner of Federal Judicial Affairs (FJA). In 2014–15, CAS worked with central agencies and the FJA to facilitate the transfer.

REGISTRY SERVICES

Registry Services are at the heart of CAS's support for the federal courts. They provide all operational and registry functions necessary for the smooth and efficient functioning of the courts, including the maintenance of court files and the provision of information and services to the public. Registry Services maintain offices and staff in two locations in Ottawa—headquarters to the four courts—as well as regional and local offices in ten other cities across Canada.

Seeking creative solutions to meet growing demands

In 2014–15, the registries were pushed to operate beyond capacity, supporting a large number of proceedings, many involving large volumes of documentation. Workload pressures were mainly due to the number, complexity and nature of trials, the need to support the increasing number of self-represented litigants (who typically required substantially more assistance than litigants represented by lawyers), legislative amendments, and the increased volume of court applications and hearings.

The new and evolving requirements of the courts, technological advances and other imperatives necessitated the regular review of the *Courts Rules* and registry processes. To facilitate the implementation of the revised rules, mandatory training was provided to employees. However, the limited resources and the increased volume of non-discretionary work diminished the registries' capacity to make important improvements to operations. A sound approach to forecasting hearings costs was established and resources were allocated and reallocated where needed, to address the impact of the increasing workload and non-discretionary expenditures.

In light of the limitations of CAS's IT network, the courts and registry management continued to seek creative solutions to meet the demands associated with the use of technology, all while sustaining core business activities in an environment of resource constraints and competing priorities. To ensure the ongoing delivery of quality registry services to the courts, CAS continued to implement some technological enhancements in the courtrooms including Digital Audio Recording System, e-filing, e-scanning and e-faxing.

CORPORATE SERVICES

In 2014–15, the emerging risks on the international scene and evolving court security requirements necessitated ongoing review of physical security measures, awareness and preparedness, as well as increased collaboration with the law enforcement community to advance organizational interests. In addition, particular attention was given to IT security in light of the escalation in cyber threats and attacks on Government of Canada networks. To address this potential risk, CAS updated and developed its IM/IT security policies, procedures, roles and responsibilities; strengthened its IT security controls and standards; and conducted ongoing assessments to mitigate its exposure to cyber threats.

Increasing collaboration with the law enforcement community

The funding earmarked in Budget 2015 for key enhancements to physical and IT security for the federal courts will ensure that the Canadian judicial system continues to function optimally and that members of the courts, court users and CAS employees are safe and secure. These investments will facilitate key enhancements with national implications on federal courts, registry offices and administrative buildings across Canada. Physical security improvements such as additional cameras, security personnel and screening tools and IT enhancements will help safeguard against security breaches.

The Architecture and Computing Environment assessment commissioned in 2014–15, described remediation and enhancements to the network necessary to enable the deployment of new business solutions to meet the evolving needs of the courts, litigants and CAS. Moving forward, the findings of this assessment, as incorporated into the revised IT roadmap, will continue to be assessed along with the financial and human resources necessary to deliver on the plans.

The Montreal office relocation project was launched in collaboration with Public Works and Government Services Canada. The lease for the current facilities will expire in 2019 and as such, CAS worked to identify funding to cover the cost for the judicial and special purpose fit-up and furniture required for this project. In addition, CAS completed renovations in its Edmonton and Halifax offices. The construction of the Newfoundland facility, initiated in 2014–15, is slated for completion in 2015–16.

PART V
Financial Statements Highlights

The highlights presented in this section are drawn from CAS's financial statements and are prepared on an accrual basis. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

Courts Administration Service

Condensed Statement of Operations (unaudited)

For the Year Ended March 31, 2015 (dollars)

FINANCIAL INFORMATION	2014–15 PLANNED RESULTS	2014–15 ACTUAL	2013–14 ACTUAL	DIFFERENCE (2014–15 ACTUAL MINUS 2014–15 PLANNED)	DIFFERENCE (2014–15 ACTUAL MINUS 2013–14 ACTUAL)
Total expenses	97,694,644	98,149,017	95,230,581	454,373	2,918,436
Total revenues	2,774	0	3,850	(2,774)	(3,850)
Net cost of operations before government funding and transfers	97,691,870	98,149,017	95,226,731	457,147	2,922,286

The planned results amounts are those reported in the Future-Oriented Statement of Operations included in the 2014–15 *Report on Plans and Priorities*.

Expenses: CAS's total expenses were $98,149,017 in 2014–15 ($95,230,581 in 2013–14). The largest components in the increase of $2,918,436 (3%) were increases of $1,225,576 in accommodations, $724,785 in salaries and employee benefits, $495,726 in amortization of tangible capital assets, and $298,864 in machinery and equipment.

Salaries and employee benefits: Salary and employee benefit expenses were $53,908,615 in 2014–15 ($53,183,830 in 2013–14). The $724,785 (1%) increase compared to 2013–14 is primarily due to a $1,185,020 increase in the provision for severance benefits, offset by a $303,901 decrease in salaries and wages, a $132,705 decrease in employer contributions to employee benefits plans, and other minor decreases of $23,629. More than half (55%) of CAS's total expenses in 2014–15 consisted of salaries and employee benefits.

Operating: Operating expenses were $44,240,402 in 2014–15 ($42,046,751 in 2013–14) and made up 45% of CAS's total expenses. Operating expenses included accommodations (28% of total expenses); professional and special services (8% of total expenses); and other expenses (9% of total expenses). The $2,193,651 (5%) increase compared to 2013–14 is attributable

to increases of $1,225,576 in accommodations, $495,726 in amortization of tangible capital assets, $298,864 in machinery and equipment, and other minor increases totalling $173,485.

Revenues: The majority of CAS's revenues are earned on behalf of Government. Such revenues are non-respendable, meaning that they cannot be used by CAS and are deposited directly into the Consolidated Revenue Fund (CRF). CAS's gross revenues were $2,597,088 in 2014–15 ($3,017,798 in 2013–14). These included filing fees (63%), Employment Insurance Operating Account cost recoveries (28%), fines (5%), and other revenues (4%). CAS earns a small amount of respendable revenue from the sale of Crown assets. There were no sales of Crown assets in 2014–15; therefore, net revenues were nil ($3,850 in 2013–14).

Courts Administration Service

Condensed Statement of Financial Position (unaudited)

As at March 31, 2015 (dollars)

FINANCIAL INFORMATION	2014–15	2013–14	DIFFERENCE (2014–15 MINUS 2013–14)
Total net liabilities	17,571,084	15,460,196	2,110,888
Total net financial assets	12,362,300	10,347,122	2,015,178
Departmental net debt	**5,208,784**	**5,113,074**	**95,710**
Total non-financial assets	7,756,582	7,521,564	235,018
Departmental net financial position	**2,547,798**	**2,408,490**	**139,308**

Liabilities:

CAS's net liabilities as at March 31, 2015, were $17,571,084 ($15,460,196 as at March 31, 2014). The increase of $2,110,888 is the result of the following:

- Accounts payable and accrued liabilities (29% of total liabilities): Increase of $1,181,383 largely due to an increase of $1,488,476 in accrued liabilities as a result of the Government's implementation of salary payments in arrears, partly offset by a decrease in accounts payable to external parties.
- Vacation pay and compensatory leave (11% of total liabilities): Decrease of $139,148 due to CAS's continued efforts to increase the utilization of vacation leave.
- Deposit accounts (45% of total liabilities): Increase of $708,975. Because they reflect many separate decisions of the Courts, deposits cannot be projected and the balance in the deposit accounts can vary significantly from year to year.
- Employee future benefits (15% of total liabilities): Increase of $359,678 due to an increase in the actuarially determined liability for severance benefits for the Government as a whole.

Assets:

Financial assets:

- Amount due from the CRF (58% of gross assets)
- Accounts receivable and employee advances (5% of gross assets)

Non-financial assets:

- Tangible capital assets (36% of gross assets)
- Prepaid expenses (1% of gross assets)

Net financial assets: This is comprised of financial assets net of accounts receivable held on behalf of Government. Accounts receivable held on behalf of Government consist primarily of accounts receivable from other governmental organizations. The increase of $2,015,178 is mainly due to an increase in the amount due from the CRF. This amount represents the net amount of cash that CAS is entitled to withdraw from the CRF without generating additional charges against its authorities.

Non-financial assets: The increase of $235,018 is mainly due to prepaid expenses, as well as a smaller increase in tangible capital assets.

Departmental net debt: This provides a measure of the future authorities required to pay for past transactions and events.

Departmental net financial position: This represents the net resources (financial and non-financial) that will be used to provide future services to the Courts and thereby to benefit Canadians.

FURTHER FINANCIAL INFORMATION

The Financial Statements and Financial Statement Discussion and Analysis are available online at:
http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/DPR-RMR_eng/dpr-rmr-2014-15_eng

APPENDIX I
Acronyms

ACE – Architecture and Computing Environment Assessment

BCP – Business Continuity Plan

CAS – Courts Administration Service

CRF – Consolidated Revenue Fund

FJA – Federal Judicial Affairs

IM/IT – Information Management and Information Technology

IT – Information Technology

TRA – Threat and Risk Assessment

APPENDIX II
Glossary

Term	Definition
Appeal from Federal Court (Final Judgment)	A proceeding instituted in the Federal Court of Appeal challenging a final judgment of the Federal Court.
Appeal from Federal Court (Interlocutory Judgment)	A proceeding instituted in the Federal Court of Appeal challenging an interlocutory judgment of the Federal Court.
Application for Judicial Review	A proceeding instituted challenging the decision of a federal board, commission or tribunal (section 28).
Application for review of a direction	A proceeding instituted to review a direction of a military judge.
Application for review of an undertaking	A proceeding instituted to review the conditions of an undertaking.
Bijural	Applies to Canada's two systems of law: the common law and the civil law.
Consolidated	When different cases that have the same parties or have certain elements in common are heard together.
Days in Court	Each court sitting day where a registrar attends in person or by teleconference.
Directions	Instructions by the Court, written or oral.
Dispositions	Proceedings concluded by way of judgment, discontinuance or other documents.
Files prepared for hearing and heard in Court	Number of appeals, trials, judicial reviews, motions, teleconferences and meetings heard by the court.
Judgments	Decisions of the court.
Not Perfected	When the parties have not yet done everything required of them, according to the rules or orders of the court, in order for the case to be ready to be scheduled for a hearing.
Notice of Appeal	A proceeding instituted to appeal a decision of the Court Martial Appeal Court of Canada (verdict and sentence).
Notice of motion commencing an appeal	A proceeding instituted for release of detention pending a decision on the appeal.
Orders	Decision rendered by the courts.
Perfected	When the parties have complied with the rules or orders of the Court, in order for the case to be ready to be scheduled for a hearing or disposed of by the Court.

Term	Definition
Proceedings Instituted or Filed	A matter or cause before the Court which includes appeals, actions, applications, applications for leave and for judicial review and where provided for by federal statutes, administrative proceedings such as the ones instituted by the filing of certificates, decisions or orders of federal boards, commissions or other tribunals in the registry of the Federal Courts for the purpose of enforcement.
Prothonotaries	They are appointed under the *Federal Courts Act* (s. 12). They are full judicial officers and exercise many of the powers and functions of Federal Court judges. Their authority includes mediation, case management, practice motions (including those that may result in a final disposition of the case, regardless of the amount in issue), as well as trials of actions in which up to $50,000 is claimed (see Rules 50, 382, and 383 to 387 of the *Federal Courts Rules*).
Recorded Entries	Entry and identification of a document in the Courts and Registry Management System.
Reserved	Proceedings set aside or Decision that is not rendered immediately after a case has been heard or argued.
Scheduled for hearing	Proceedings in which a hearing on the merits has been scheduled.
Specially Managed Cases	A proceeding that has been assigned to a specific judge.
Stayed	When a case is placed "on hold". For example, where another related decision is to be made before the case can be continued.

APPENDIX III
Contact Us

NATIONAL CAPITAL REGION

Courtrooms and Registry Operations of the Federal Court of Appeal, Federal Court and Court Martial Appeal Court of Canada
Thomas D'Arcy McGee Building
90 Sparks Street
Ottawa, Ontario
K1A 0H9

Telephone:
FCA/CMAC: 613-996-6795
FC: 613-992-4238

Fax:
FCA/CMAC: 613-952-7226
FC (Non-Immigration): 613-952-3653
FC (Immigration): 613-947-2141
TDD: 613-995-4640

Toll free numbers:
FCA: 1-800-565-0541
FC: 1-800-663-2096
CMAC: 1-800-665-3329

Registry and courtrooms of the Tax Court of Canada
Centennial Towers
200 Kent Street
Ottawa, Ontario
K1A 0M1
Telephone: 613-992-0901
Fax: 613-957-9034
TTY: 613-943-0946

Toll free number:
TCC: 1-800-927-5499

Information on **regional and local offices** can be found on CAS's website at:
http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/locations_eng